

The Director of Central Intelligence
Washington, D.C. 20505

National Intelligence Council

27 February 1984

MEMORANDUM FOR: See Distribution

FROM : David Y. McManis
National Intelligence Officer for Warning

SUBJECT : Summary of Executive Team-Building Seminar,
21-23 February 1984

1. Members of the Washington Area Operations-Intelligence Center Chiefs (WAOCC) Conference met at [redacted] to improve their ability to work together as a team and identify and solve mutual problems. Participants are at Attachment 1.

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2. The first day-and-a-half was spent studying management and interpersonal techniques and working practical exercises. The problem-oriented sessions were unstructured discussions that pointed out the difficulty of obtaining an efficient and effective interface between numerous organizations with disparate, although related, responsibilities in their parent organization. Everyone agreed that better horizontal communications are required if we are to perform the Community task of warning and information management in support of decision makers.

3. An important element of discussion was a frank critique of organization products and group orientation that may foster some internal improvements.

4. The participants agreed to the following action items:

a. NIO/Warning will recommend to ICS that a "Flashboard-type" prototype system be tested to enhance center-to-center analyst communications. NIO/Warning will form a working group to establish terms of reference and a concept of operation. Centers that are netted in the pilot program must include smaller centers that tend to be consumers of information to ensure the wider range of requirements are considered.

b. NIO/Warning must continue to work and encourage community-wide budget and program strategies.

c. NIO/Warning will request ICS to perform a short study to define data flow between centers, establish more integrated data flow recommendations, and develop a "strawman" matrix for conference review. The study will include communication nodes and paths as well as generalized information subjects.

d. As a result of the discussions, members resolved that additional interaction by the center chiefs was required. In addition to the quarterly WAOCC Conference meetings, NIO/Warning is asked to schedule monthly, half-day meetings that will essentially be visits to centers for the purpose of briefings, tours, orientation and discussions of conference communication problems. A six-month schedule will be coordinated and distributed by 2 March 1984.

e. NIO/Warning will develop a strawman proposal for heads-up (tipper) procedure for center chiefs to inform other centers of focussed interest in developing situations. Distribution would be limited to other centers which would then take appropriate actions related to their community role. A formatted message may be recommended as a vehicle for daily watch officer communication.

f. NIO/Warning, with the assistance of the WAOCC Conference, will update operations-intelligence center descriptions and include the newest members in the WAOCC Conference Procedures Book. A new, all inclusive Watch Center Directory will also be added.

g. NIO/Warning will develop a standard watch center distribution list to disseminate situation reports of Task Force Operations.

h. NIO/Warning will schedule and conduct additional Watch Center Officer Tours so as to meet the increasing demand and backlog. Center Chiefs agreed to continue to support tours/briefings to meet the Community requirement.

i. NIO/Warning will coordinate/conduct an ad hoc review of conference member activities during recent crises and operations to develop lessons about integration and interrelationship among centers and internal organizational activities. All centers will be asked to participate.

j. NIO/Warning will develop and schedule problem solving seminars for Washington area watch officers.

5. Progress on all action items will be reported during the April WAOCC Conference. In the interim, all members are urged to inform their organizational principals of our problem solving activities so as to heighten the understanding of our community requirements.



David Y. McManis

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SUBJECT: Executive Team Building Seminar

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